

The background of the slide features the Seal of the State of Illinois. It is a circular emblem with a yellow rope-like border. Inside the border, the words "SEAL OF THE STATE OF ILLINOIS" are written in a circular path. The central part of the seal depicts an eagle with its wings spread, perched on a shield. To the left of the eagle is a sheaf of wheat, and to the right is a sheaf of corn. Below the eagle is a banner with the date "1868" above "1818". At the bottom of the seal, the date "AUG. 26TH 1818" is written. The seal is rendered in a light, semi-transparent style.

Statewide Employee Engagement Survey

2015

Introduction

This report details the results of the State of Illinois' first-ever Employee Engagement Survey. Employees provided input on their work environment, training opportunities, their trust and confidence in agency leadership, and their overall job satisfaction.

This survey is intended to be a beginning, not an end. It is the State's hope to use employees' feedback to continuously improve results for both taxpayers and employees. Hopefully, these successes will be reflected in improved scores from surveyed employees in future years.

In addition to the results contained in this statewide report, each agency will receive its own agency-specific report. These reports will help directors identify pain points and bright spots within their agency. Many employees also supplemented their ratings with written feedback to provide directors with suggestions of how processes might be improved. Directors will be reviewing these suggestions and implementing them where practical.

The State Received over 19,000 responses, with an Overall Response Rate of 40%

Response Rate by Agency

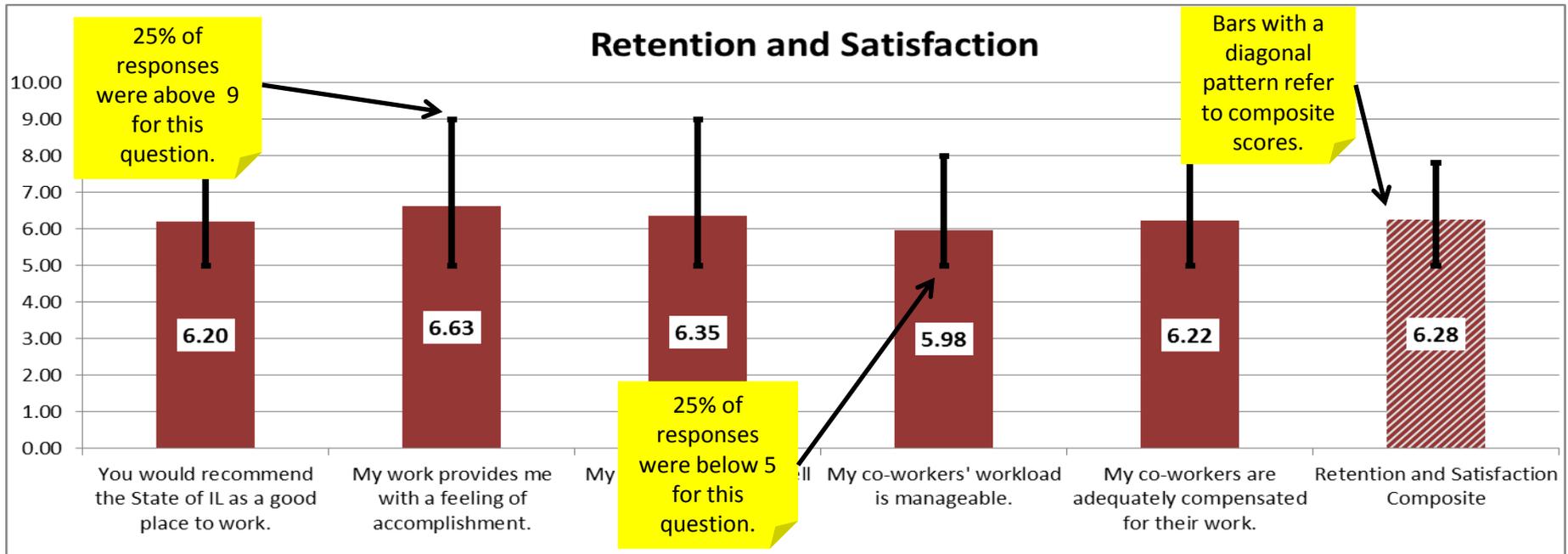
Agency			
Capital Development Board	49.66%	Environmental Protection Agency	59.79%
Civil Service Commission	100.00%	Guardianship And Advocacy Commission	27.21%
Department Of Agriculture	52.34%	Healthcare And Family Services	44.12%
Department Of Central Management Services	60.93%	Historic Preservation Agency	43.57%
Department Of Children And Family Services	39.24%	Human Rights Commission	22.95%
Department Of Commerce And Economic	49.28%	Illinois Arts Council	66.67%
Department Of Corrections	41.30%	Illinois Board Of Higher Education	12.50%
Department Of Employment Security	43.88%	Illinois Commerce Commission	42.86%
Department Of Financial And Professional Reg	73.11%	Illinois Criminal Justice Information Authority	62.37%
Department Of Human Rights	75.56%	Illinois Educational Labor Relations Board	37.50%
Department Of Human Services	33.12%	Illinois Emergency Management Agency	55.88%
Department of Insurance	62.81%	Illinois Gaming Board	68.25%
Department Of Juvenile Justice	30.22%	Illinois Labor Relations Board	60.87%
Department Of Labor	56.52%	Illinois Racing Board	60.98%
Department of Military Affairs	63.64%	Illinois Student Assistance Commission	40.06%
Department Of Natural Resources	47.81%	Law Enforcement Training Standards Board	31.58%
Department Of Public Health	39.70%	Office Of Management And Budget	60.87%
Department Of Revenue	46.25%	Office Of The State Fire Marshal	59.56%
Department Of State Police	37.01%	Prisoner Review Board	47.22%
Department of the Lottery	33.78%	Property Tax Appeal Board	37.50%
Department Of Transportation	33.94%	State Employees Retirement System	41.43%
Department Of Veterans' Affairs	24.90%	State Police Merit Board	16.67%
Department On Aging	61.88%	Workers' Compensation Commission	42.57%
Statewide Average			39.93%

Response Rates by Tenure, Union Status, and Salary Range

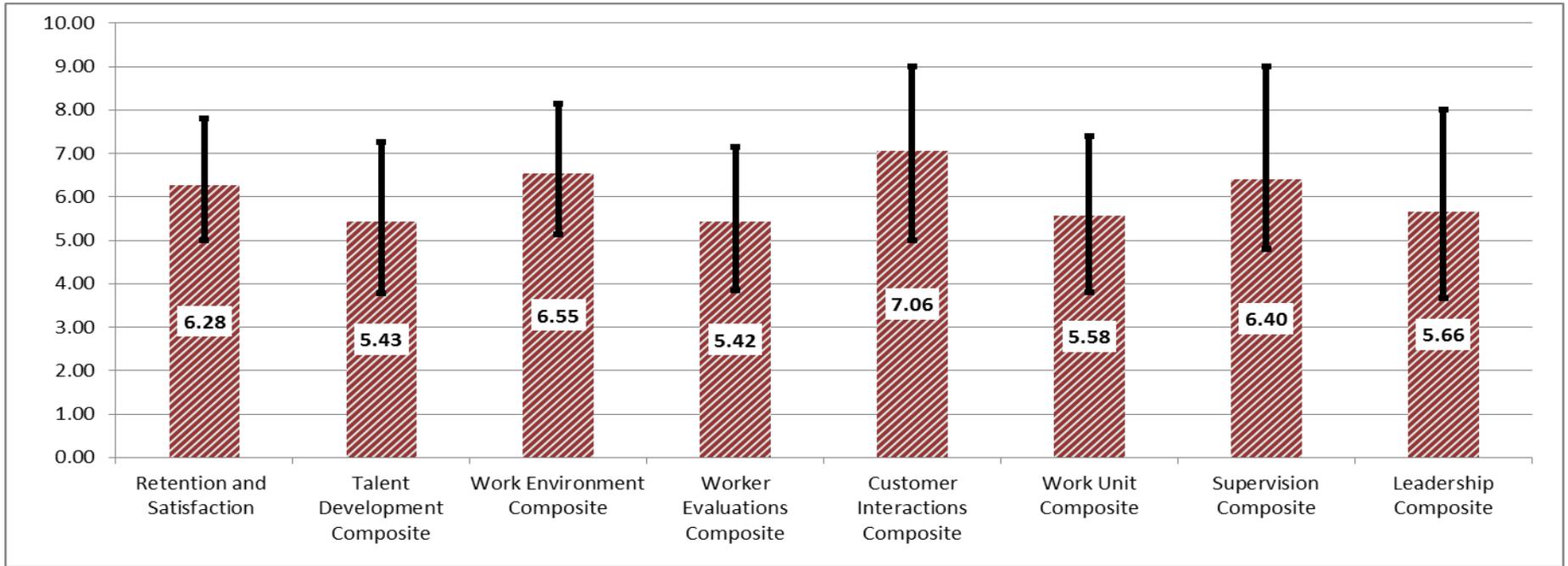
What is your pay range?		Responses		
\$30,000-\$50,000		3,747		
\$50,000-\$75,000		6,995		
\$75,000-\$100,000		6,020		
Greater than \$100,000		2,211		
Under \$30,000		407		
Total		19,380		
What is your tenure with the State of Illinois?		Responses		
0-2 years		2,415		
15+ years		10,053		
2-5 years		2,125		
5-15 years		4,792		
Total		19,385		
What is your union status?		Responses	Employees	Response Rate
Non-Union		4,292	5,000	85.84%
Union member		15,088	45,000	33.53%
Total		19,380		

Overview: State Performance by Subject Category

- The following slides look at statewide responses on individual groups of questions, as well as composite scores for each subject category.
- Bars represent the average score for all employees for a given question. A score of 9 or 10 indicates that an employee “strongly agrees” with the statement. A score of 0 or 1 indicates the employee “strongly disagrees” with the statement. The charts provide scores for each question as well as a “composite” score that is the average overall score for all questions about a given subject.
- The brackets on the bars show the statewide *distribution* for a given question or category. 25% of individual respondents scored at or above the top of the bracket, and 25% of individual respondents scored at or below the bottom of the bracket. This allows the State to identify areas where large numbers of employees are either very satisfied or very dissatisfied.



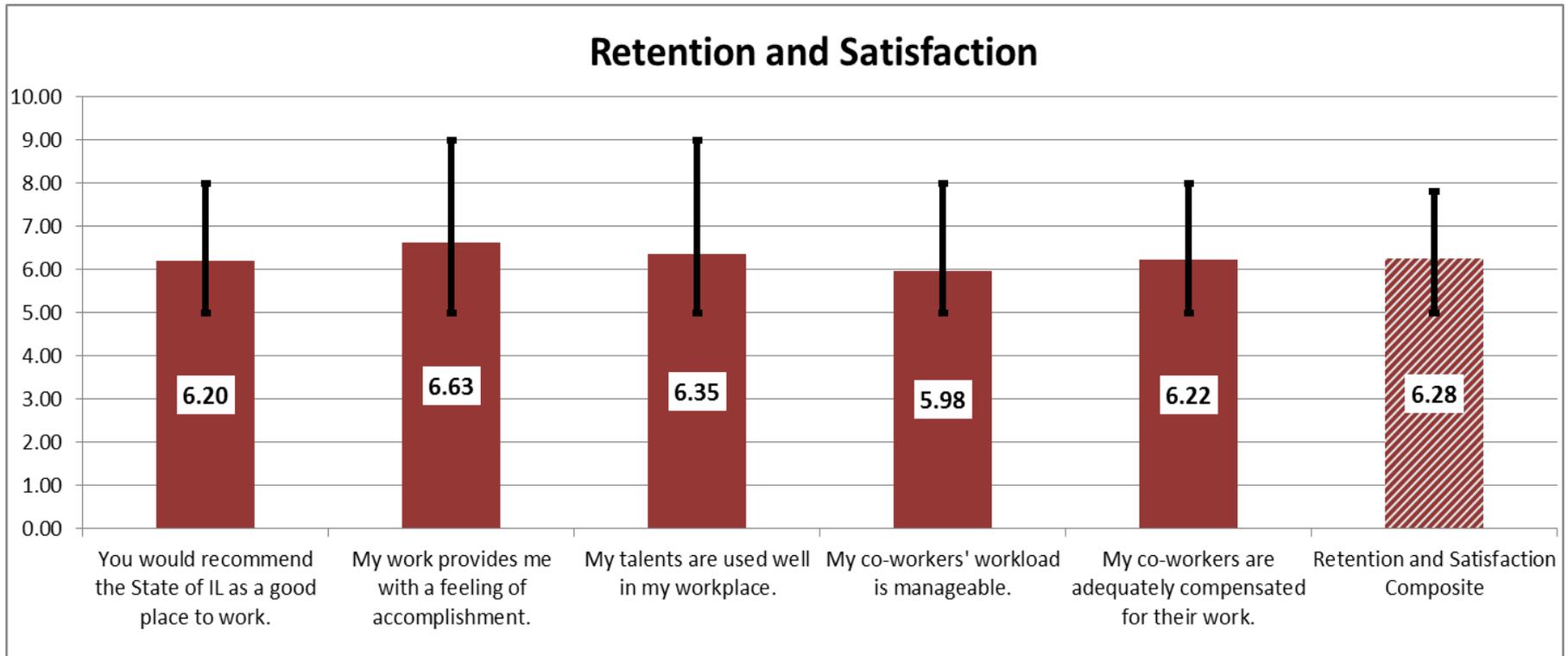
Statewide Average by Subject Category



Brackets refer to the statewide quartile distribution for a given question or composite. 25% of respondents scored at or above the top of the bracket, and 25% of respondents scored at or below the bottom of the bracket.

- Responses were categorized by subject, and a “composite” average score was calculated for each category. For example, the composite score associated with “Retention and Satisfaction” is an average of the employee scores for all questions related to that subject.
- Composite scores by categories suggest employees are generally satisfied with their work environment, their interactions with customers, and their immediate supervisors.
- Lower scores in talent development, leadership, and their work unit suggest these may be areas of improvement for the State.

Retention and Satisfaction: State Employees Have High Levels of Job Satisfaction



Brackets refer to the statewide quartile distribution for a given question or composite. 25% of respondents scored at or above the top of the bracket, and 25% of respondents scored at or below the bottom of the bracket.

- This category focused on how satisfied employees are working at the State of Illinois. Questions addressed employees' job satisfaction, workload, and fulfillment.
- While employees exhibited positive opinions towards retention and satisfaction overall, there may be room for improvement in ensuring employee workloads are manageable.

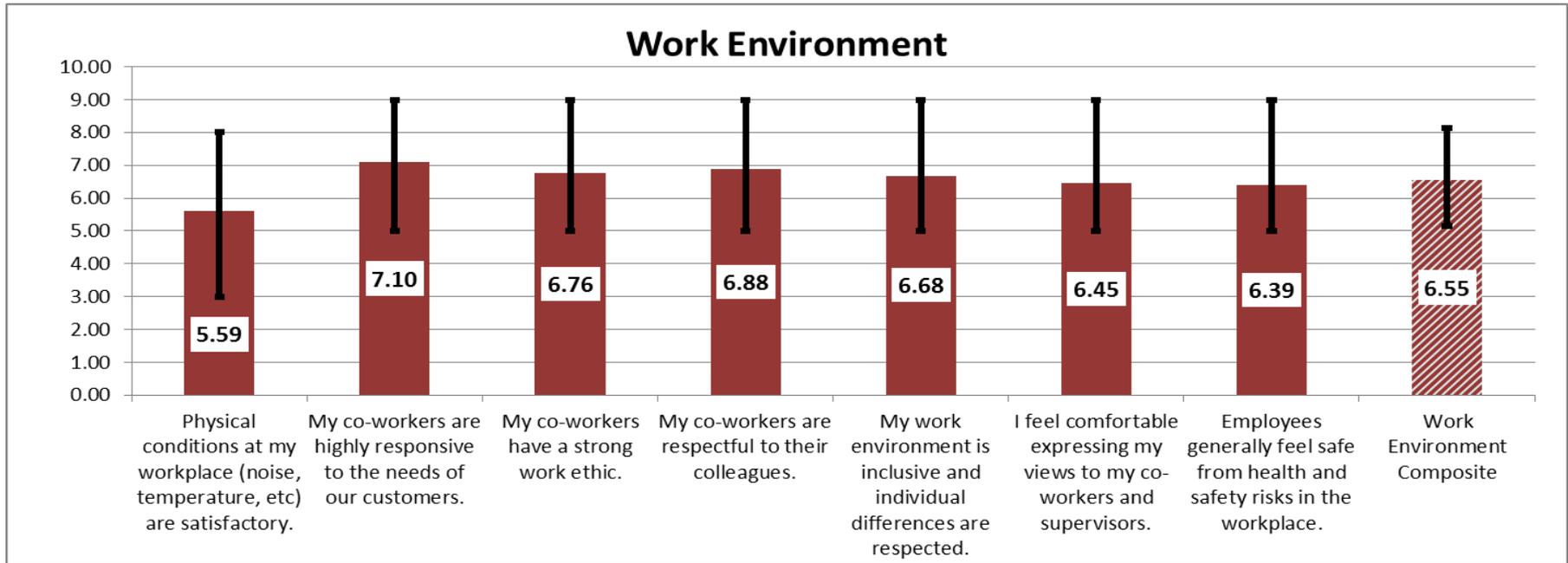
Talent Development: Many Employees Desire Additional Training Opportunities



***Brackets refer to the statewide quartile distribution for a given question or composite. 25% of respondents scored at or above the top of the bracket, and 25% of respondents scored at or below the bottom of the bracket. ***

- This category focused on whether the State is giving employees the necessary skills to excel. Questions addressed mentoring, training opportunities, and communication of training needs.
- This category had the lowest average scores. Employees expressed a desire for greater training opportunities, as well as clearer communication of training needs.
- While mentoring appears to be a strength within this category, the wide distribution of responses suggests that there is still room for improvement: 25% of employees recorded scores of 9 or higher, and 25% of employees recorded scores of 4 or lower.

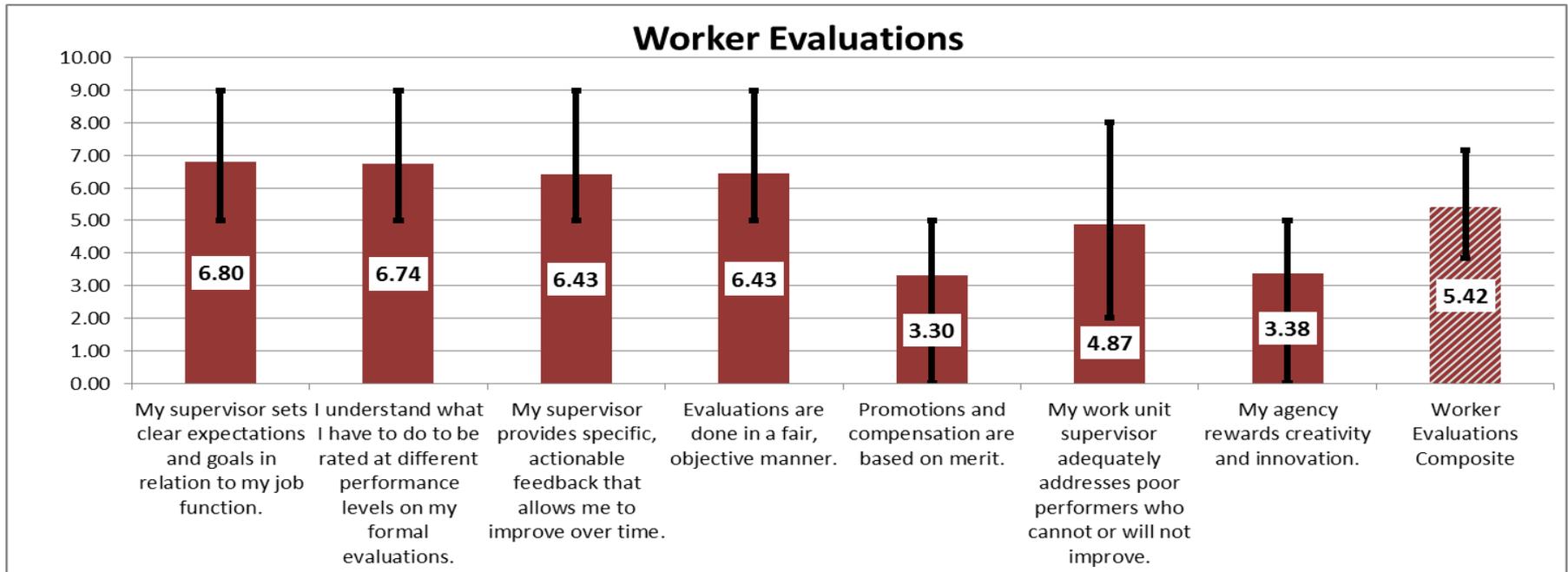
Work Environment: Employees Positive about Relationships with Customers and Colleagues, Less So Regarding Physical Work Conditions



Brackets refer to the statewide quartile distribution for a given question or composite. 25% of respondents scored at or above the top of the bracket, and 25% of respondents scored at or below the bottom of the bracket.

- This category focused on employees' opinions on their work environment. Questions asked about relationships with colleagues, workplace atmosphere, and safety.
- Employees recorded significantly lower scores for physical conditions of the work place than all other questions.
- Physical conditions had a wide distribution of scores with 25% of employees reporting an 8 or higher and 25% scoring a 3 or lower. This points to a disparity between physical conditions at various work locations.

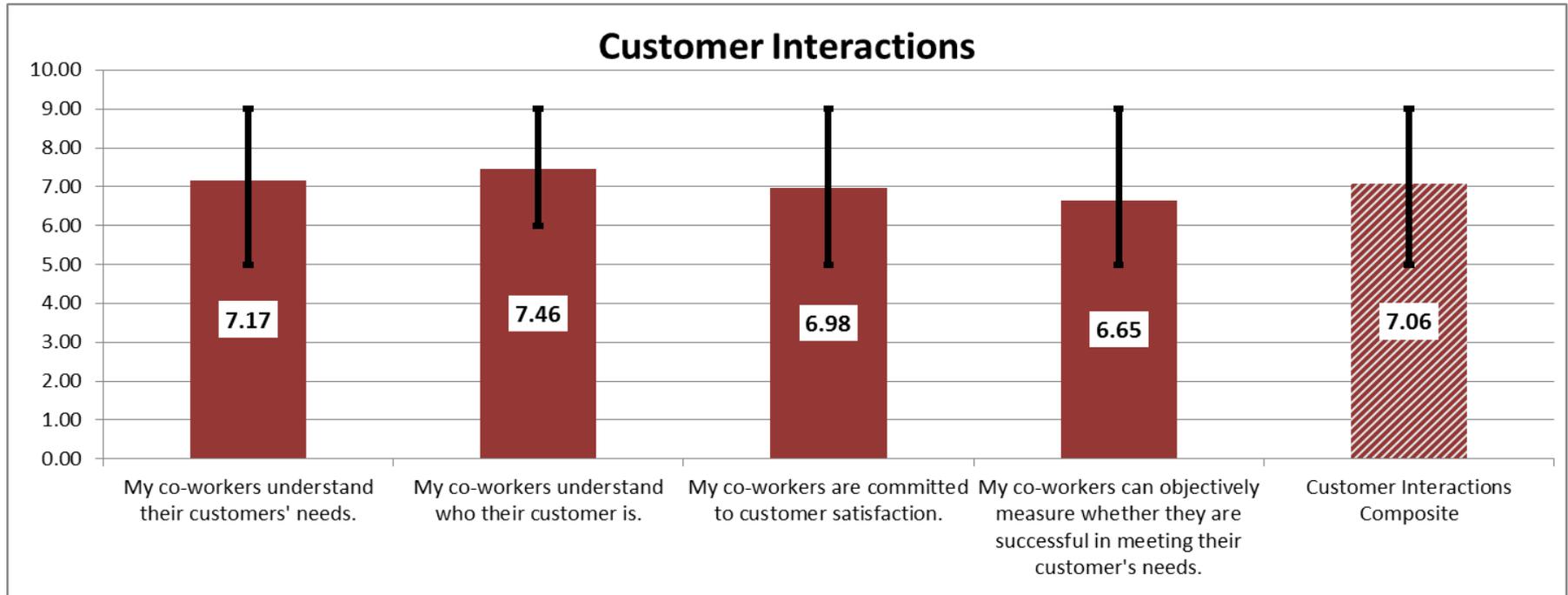
Worker Evaluations: Employees Understand Their Duties but Are Dissatisfied with the Historical Policies Related to Promotions, Discipline, and Innovation



Brackets refer to the statewide quartile distribution for a given question or composite. 25% of respondents scored at or above the top of the bracket, and 25% of respondents scored at or below the bottom of the bracket.

- This category focused on employees' opinions regarding evaluation processes. Questions asked about the fairness of evaluations, goal setting, setting expectations, and processes related to both reward and discipline.
- Employees generally had clarity regarding the duties related to their job, but many did not believe that promotions, compensation, and discipline were being handled in a fair manner.
- Employees also felt that there were insufficient opportunities to reward creativity and innovation.

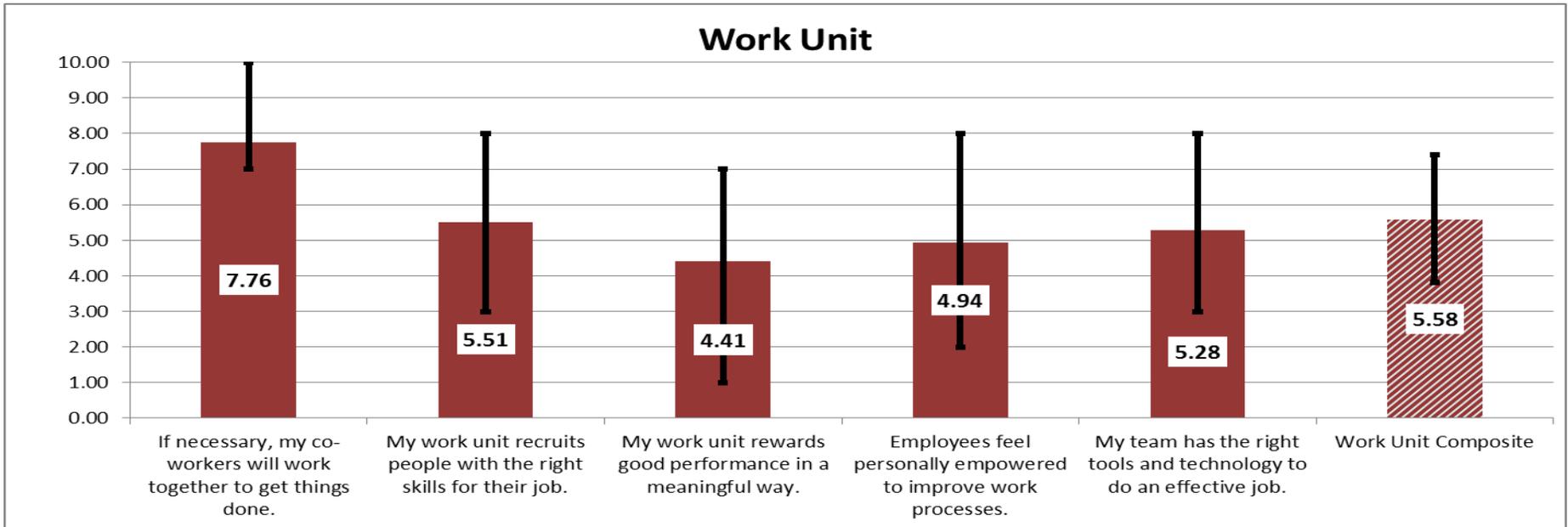
Customer Interactions: Employees Believe Taxpayers Are Well-Served by the State



Brackets refer to the statewide quartile distribution for a given question or composite. 25% of respondents scored at or above the top of the bracket, and 25% of respondents scored at or below the bottom of the bracket.

- This category focused on employees' opinions about their customer interactions. Questions asked about serving customer needs, understanding customer needs, and overall customer satisfaction.
- Employees believe that Illinois citizens are served well by the State. 25% of employees scored a 9 or above for all questions in this category.
- Objectivity in measuring success was somewhat lower, suggesting the State's performance metrics may still need improvement.

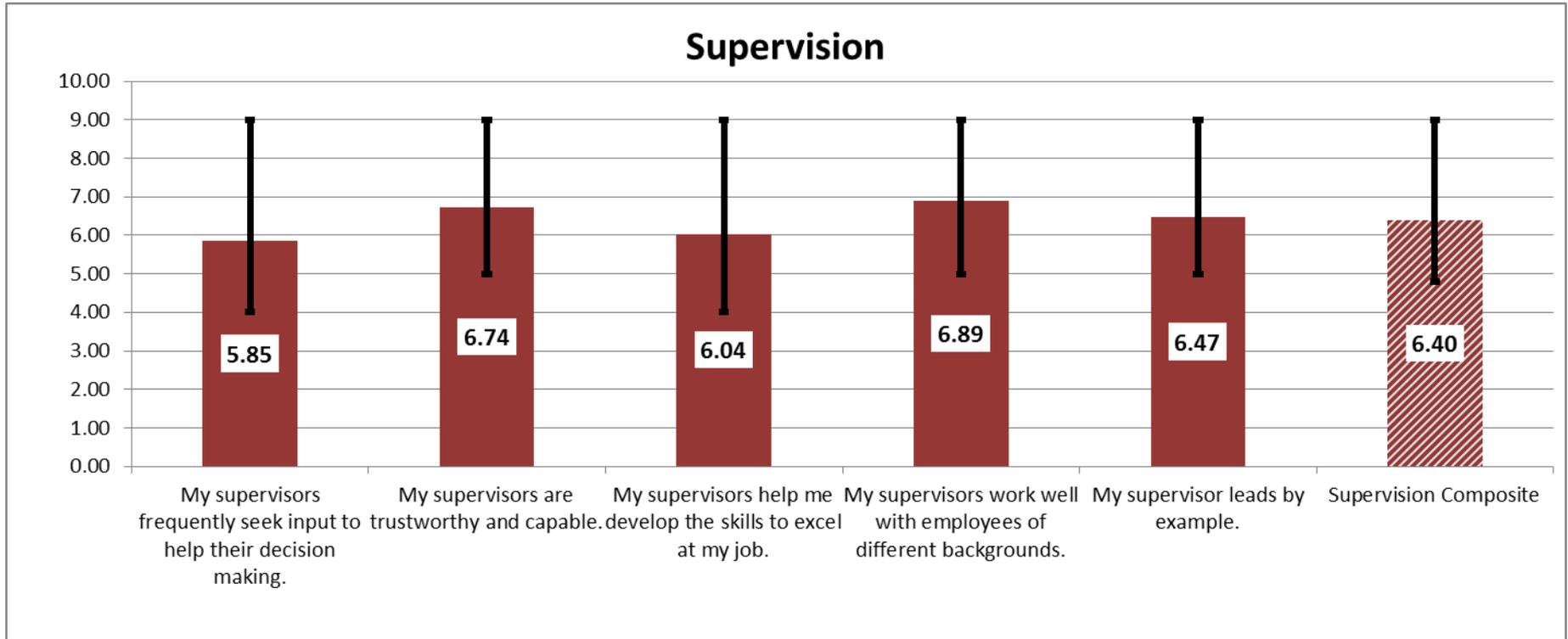
My Work Unit: Employees Report Strong Teamwork but Need for Better Performance Rewards and Employee Empowerment



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- This category focused on employees' opinions about their work unit. Questions asked about teamwork, recruiting, rewards, empowerment, and technology.
- 25% of employees recorded a 10 when assessing how well employees work together. This suggests that teamwork is a strong point for the State.
- When asked about whether their work unit meaningfully rewards good performance, 25% of employees scored a 1 or below, suggesting deep dissatisfaction in this area.

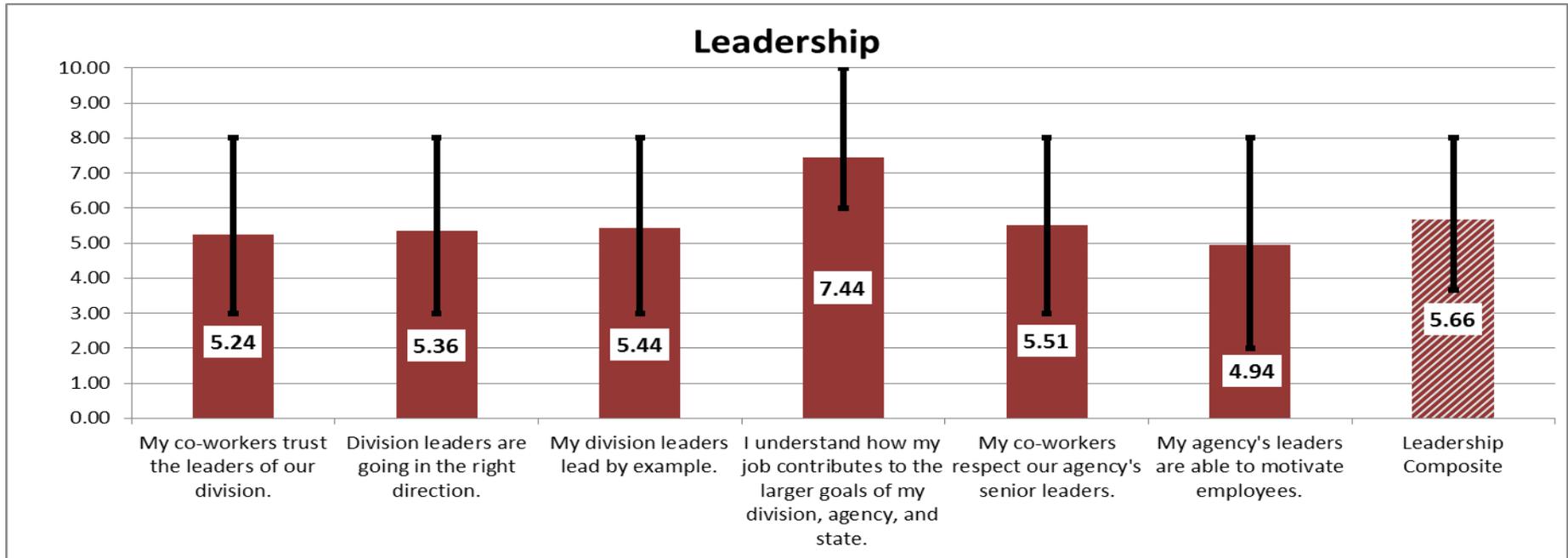
My Supervisor: Employees Responded Favorably Regarding Their Supervisors' Abilities and Character



****Brackets refer to the statewide quartile distribution for a given question or composite. 25% of respondents scored at or above the top of the bracket, and 25% of respondents scored at or below the bottom of the bracket.****

- This category focused on employees' opinions of their supervisors. Questions asked about employee input, trust, skills development, and supervisor leadership style.
- Employee responses showed confidence in their supervisors' ability and character.
- Communication between supervisors and their reports is one area of improvement, as 25% of respondents believed that their supervisors did not seek sufficient input when making decisions.

Leadership: Despite Positive Feelings towards Direct Supervisors, Employees Showed Limited Confidence in Agency Leaders

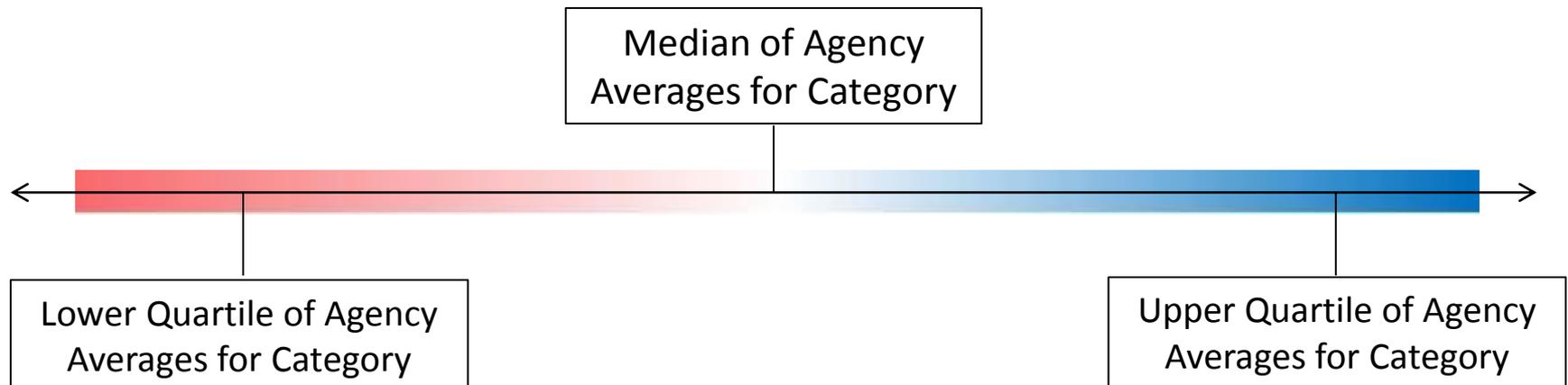


****Brackets refer to the statewide quartile distribution for a given question or composite. 25% of respondents scored at or above the top of the bracket, and 25% of respondents scored at or below the bottom of the bracket.****

- This category focused on employees' opinions about leadership. Questions asked about trust, respect, and motivation in regard to their leaders.
- Employees understood how their job related to the larger goals of their division, agency, and the State, but felt less positively about their agency leaders' ability to build trust, respect, motivation and momentum.
- This category had a particularly wide disparity in views. For example, on the issue of leadership's ability to motivate workers, 25% of employees scored their leaders an 8 or higher, and 25% of employees scored their leaders a 2 or lower.

Overview: Agency Performance Comparison

- Questions were grouped by subject and a “composite” average score was calculated for each subject category. For example, the composite score associated with “Retention and Satisfaction” is an average of the employee scores for all questions related to that subject.
- Color coding in the following slides is based on the average scores for agencies with 200+ responses. Agencies in the bottom 25% of all agencies for a given question category are identified in red. Agencies in the top 25% of all agencies are identified in blue.
- Average scores and their distribution varied for each category. For example, a score of 6 may put an agency in the bottom 25% for “Customer Interactions” questions, but in the top 25% for “Talent Development” questions.



Agency Averages by Question Category

Which agency are you in?	Retention and Satisfaction	Talent Development	Work Environment	Worker Evaluations	Customer Interactions	Work Unit	Supervision	Leadership	Agency Average
Aging, Department of	6.76	5.90	6.94	6.16	7.67	6.36	7.38	6.33	6.69
Agriculture, Department of	6.49	5.43	6.89	5.82	7.72	5.70	6.77	6.17	6.37
Arts Council	5.13	4.00	5.49	4.71	6.37	4.95	5.29	5.24	5.15
Capital Development Board	6.92	6.22	6.62	6.12	7.44	6.50	6.95	6.79	6.70
Central Management Services	6.73	5.29	6.95	5.77	7.72	6.14	6.80	6.33	6.47
Children and Family Services	6.02	5.58	6.68	5.41	7.37	5.56	6.72	5.52	6.11
Civil Service Commission, Illinois	6.23	4.43	6.84	5.37	6.40	5.52	5.52	5.30	5.70
Commerce and Economic Opportunity	6.64	5.70	7.27	5.93	7.87	6.21	7.15	7.05	6.73
Commerce Commission, Illinois	6.48	5.20	7.34	5.88	7.56	6.27	7.32	6.32	6.55
Corrections	5.74	5.14	5.83	5.10	6.07	5.02	5.92	4.81	5.45
Criminal Justice Information Authority	6.49	4.30	6.48	5.05	6.24	5.36	6.24	6.03	5.77
Deaf and Hard of Hearing Commission	7.80	8.05	8.39	7.41	8.68	8.34	6.91	8.31	7.99
Developmental Disabilities, Illinois Court	6.43	5.23	6.00	4.89	7.03	5.44	5.32	5.33	5.71
Educational Labor Relations, Board of	6.13	5.89	7.32	6.55	7.97	7.03	6.98	7.02	6.86
Emergency Management Agency	6.55	6.10	7.64	6.01	7.96	6.65	7.22	6.42	6.82
Employment Security	6.67	5.07	6.89	5.46	7.22	5.60	6.59	5.88	6.17
Environmental Protection Agency	6.09	4.97	6.50	5.27	7.09	5.48	6.70	5.70	5.97
Financial and Professional Regulation, De	6.11	4.99	6.44	5.22	7.18	5.23	6.42	5.54	5.89
Gaming Board, Illinois	7.09	5.86	7.73	6.46	7.83	6.81	7.25	6.70	6.97
Guardianship and Advocacy Commission	6.57	6.27	7.43	6.00	8.48	6.29	7.41	6.75	6.90
Healthcare and Family Services	6.42	5.53	6.61	5.44	7.15	5.62	6.33	5.67	6.10
Higher Education, Board of	3.80	3.73	4.51	2.33	6.25	4.40	4.60	2.78	4.05
Historic Preservation Agency	5.69	3.94	6.76	3.98	7.44	5.08	5.02	4.87	5.35
Human Rights Commission	6.25	4.88	7.68	5.73	8.40	6.72	7.80	7.80	6.91
Human Rights, Department of	6.34	5.60	6.10	5.84	7.08	5.53	6.47	5.87	6.10
Human Services, Department of	6.22	5.49	6.35	5.33	7.11	5.48	6.09	5.52	5.95
Insurance Department of	6.53	5.80	7.11	5.80	7.53	6.17	7.10	6.97	6.63
Statewide Average	6.28	5.43	6.55	5.42	7.06	5.58	6.40	5.66	6.05

Color coding is based on average scores for agencies with over 200 employees. The lower quartile reflects the score that 25% of agencies with over 200 employees were at or below. The upper quartile reflects the score that 25% of agencies with over 200 employees were at or above.

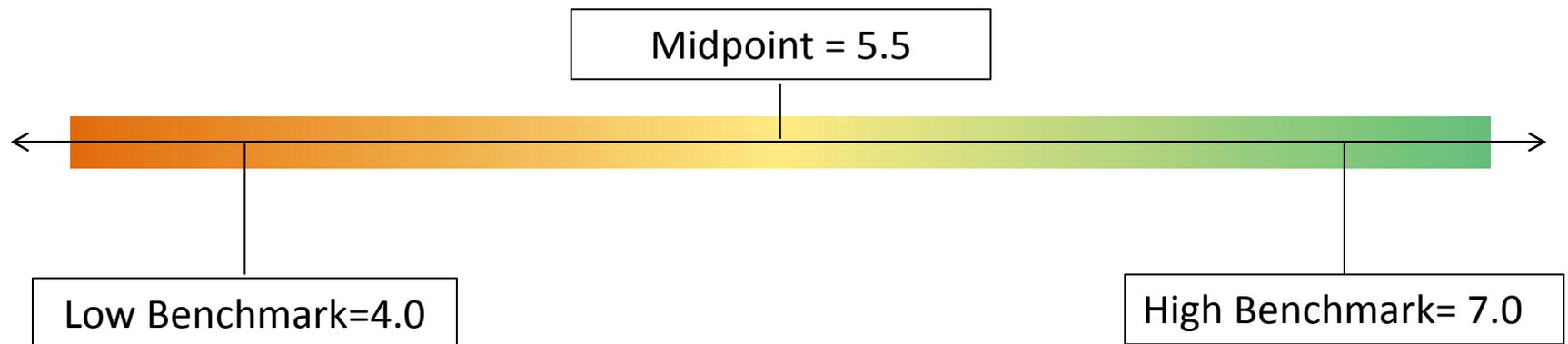
Agency Averages by Question Category

	Retention and Satisfaction	Talent Development	Work Environment	Worker Evaluations	Customer Interactions	Work Unit	Supervision	Leadership	Agency Average
Juvenile Justice, Department of	6.27	5.59	5.91	5.59	6.63	5.37	6.26	4.72	5.79
Labor Relations Board	6.55	6.50	7.89	6.77	8.17	6.75	8.48	8.44	7.45
Labor, Department of	6.80	6.01	7.49	6.04	7.92	6.01	6.95	6.93	6.77
Law Enforcement Training and Standards	5.40	5.27	6.11	4.63	7.30	5.32	4.72	4.37	5.39
Liquor Control Commission	6.91	5.79	6.92	6.51	7.60	6.03	6.53	6.74	6.63
Lottery, Illinois	6.70	5.72	7.42	6.13	7.78	6.27	7.24	6.88	6.77
Management and Budget, Office of	6.56	6.26	6.92	5.68	7.47	7.03	7.38	6.97	6.78
Medical District Commission	5.93	5.67	5.62	3.36	3.50	3.50	3.50	3.50	4.32
Military Affairs, Department of	6.74	5.88	7.12	6.44	7.47	6.66	7.40	6.80	6.81
Natural Resources, Department of	6.45	5.52	7.55	5.57	7.79	6.16	6.96	6.08	6.51
Pollution Control Board	7.06	6.81	8.49	7.81	9.17	7.53	9.47	8.94	8.16
Prisoner Review Board, Illinois	7.12	6.85	7.24	7.09	7.31	6.40	8.54	8.03	7.32
Property Tax Appeal Board	6.79	6.07	6.82	5.62	8.67	5.92	6.24	6.40	6.56
Public Health, Department of	6.74	5.93	7.09	5.82	7.65	6.04	6.85	6.34	6.56
Racing Board, Illinois	7.14	5.67	6.77	5.99	7.65	6.51	6.43	6.46	6.58
Revenue, Department of	6.33	5.47	6.64	5.63	7.10	5.66	6.70	6.12	6.21
State Fire Marshal	7.45	6.77	7.90	7.09	8.31	7.29	7.90	7.72	7.55
State Police Merit Board	5.20	5.00	7.29	4.29	3.50	5.80	9.00	3.67	5.47
State Police, Illinois	6.65	5.72	7.05	5.71	7.31	5.91	6.35	5.49	6.27
State Retirement Systems	6.94	6.91	7.52	6.69	8.10	7.24	7.86	7.33	7.32
Student Assistance Commission, Illinois	6.48	5.59	7.28	6.29	7.54	6.43	7.34	6.77	6.72
Toll Highway Authority, Illinois State	5.30	5.50	4.43	5.64	5.00	4.40	6.20	4.75	5.15
Torture Inquiry and Relief Commission	4.80	3.92	4.43	2.43	4.25	3.80	4.00	3.25	3.86
Transportation, Department of	6.22	5.08	6.57	4.92	6.87	5.25	6.38	5.74	5.88
Veterans Affairs, Department of	6.63	5.94	6.77	5.68	7.61	5.90	6.44	5.78	6.35
Volunteerism & Community Service, Gov	8.90	9.17	9.64	8.57	9.25	9.40	10.00	9.50	9.30
Workers' Compensation Commission, Illi	7.44	6.38	6.63	6.05	7.33	6.13	7.12	7.11	6.77
Statewide Average	6.28	5.43	6.55	5.42	7.06	5.58	6.40	5.66	6.05

Color coding is based on average scores for agencies with over 200 employees. The lower quartile reflects the score that 25% of agencies with over 200 employees were at or below. The upper quartile reflects the score that 25% of agencies with over 200 employees were at or above.

Overview: Comparing Responses by Demographic

- Unlike the previous section that compared performance between agencies, this section focuses on disparities between different employee demographics.
- The heat map coloring used here is based on standardized benchmarks of 4 (low), 5.5 (midpoint), and 7 (high). These absolute benchmarks allow the State to assess statewide performance across different subjects for different demographics.
- Areas of dark green and dark orange are the State's areas of strength and weakness respectively.



Average Scores by Demographic

Demographic	Retention and Satisfaction	Talent Development	Work Environment	Worker Evaluations	Customer Interactions	Work Unit	Supervision	Leadership	Overall Average
Average by Gender									
Female	6.28	5.39	6.54	5.41	7.12	5.59	6.40	5.67	6.05
Male	6.28	5.45	6.54	5.41	7.05	5.57	6.38	5.60	6.04
Other	6.80	6.67	6.57	6.86	7.00	6.20	7.60	6.67	6.80
No Response	6.27	5.43	6.57	5.45	7.03	5.58	6.42	5.70	6.06
Average by Race/Ethnicity									
Asian Indian	6.47	5.57	6.51	5.57	7.08	5.78	6.55	5.82	6.17
Black/African American	6.30	5.48	6.62	5.46	7.12	5.71	6.52	5.76	6.12
Chinese	5.85	5.35	6.32	4.75	6.88	5.51	5.85	4.87	5.67
Filipino	6.63	5.64	6.81	5.32	7.13	5.57	6.06	5.65	6.10
Guamanian or Chamorro	6.20	5.17	6.77	4.37	6.61	5.57	5.74	5.45	5.73
Hispanic, Latino, or of Spanish Origin	6.26	5.39	6.47	5.31	7.02	5.55	6.27	5.78	6.01
Japanese	7.07	7.56	6.79	6.48	7.17	6.97	7.90	6.14	7.01
Korean	6.56	5.43	6.33	5.86	6.90	5.48	4.88	5.25	5.84
Native Hawaiian	6.23	5.11	6.76	6.26	7.00	5.27	7.80	6.25	6.34
Other (please specify)	6.29	5.30	6.57	5.32	7.00	5.66	6.27	5.56	6.00
Other Pacific Islander	6.68	5.01	6.38	5.67	6.60	5.64	6.77	6.42	6.15
Samoan	7.06	6.87	7.40	6.83	7.93	7.22	8.14	7.43	7.36
Vietnamese	6.04	5.38	6.86	5.65	7.45	5.75	6.63	6.04	6.22
White	6.26	5.40	6.53	5.40	7.07	5.55	6.37	5.59	6.02
No Response	6.28	5.45	6.58	5.47	7.05	5.59	6.43	5.71	6.07
Statewide Average	6.28	5.43	6.55	5.42	7.06	5.58	6.40	5.66	6.05

•Heat maps coloring based on standardized benchmarks of 4 (low), 5.5 (midpoint), and 7 (high).

Average Scores by Demographic

Demographic	Retention and Satisfaction	Talent Development	Work Environment	Worker Evaluations	Customer Interactions	Work Unit	Supervision	Leadership	Overall Average
Average by Tenure									
0-2 years	6.65	6.27	6.85	6.01	7.31	6.30	6.99	6.47	6.61
2-5 years	6.14	5.59	6.51	5.42	7.00	5.53	6.49	5.82	6.06
5-15 years	6.25	5.41	6.50	5.31	7.01	5.44	6.26	5.52	5.96
15+ years	6.23	5.20	6.52	5.33	7.05	5.49	6.30	5.49	5.95
No Response	5.80	5.67	6.29	4.86	7.75	6.20	2.60	2.33	5.19
Average by Income									
Under \$30,000	6.04	5.86	6.39	5.70	7.11	5.95	6.55	6.08	6.21
\$30,000-\$50,000	6.30	5.84	6.57	5.69	7.25	5.89	6.57	5.99	6.26
\$50,000-\$75,000	6.14	5.43	6.43	5.32	6.97	5.42	6.29	5.50	5.94
\$75,000-\$100,000	6.32	5.26	6.58	5.31	7.04	5.48	6.34	5.54	5.98
Greater than \$100,000	6.59	5.09	6.85	5.55	7.13	5.78	6.60	5.83	6.18
No Response	7.77	6.94	7.20	6.74	7.88	6.25	8.56	7.17	7.31
Average by Union Status									
Fair share employee	6.34	5.26	6.55	5.25	6.93	5.50	6.43	5.74	6.00
None of the above	6.63	5.80	7.10	5.90	7.37	6.23	7.30	6.78	6.64
Non-union supervisor	6.72	5.46	6.94	5.60	7.23	5.78	7.16	6.53	6.43
Union member	6.19	5.41	6.47	5.38	7.04	5.52	6.24	5.46	5.96
No Response	7.33	7.33	8.19	6.43	8.75	6.45	7.40	7.17	7.38
Statewide Average	6.28	5.43	6.55	5.42	7.06	5.58	6.40	5.66	6.05

•Heat maps coloring based on standardized benchmarks of 4 (low), 5.5 (midpoint), and 7 (high).